

# PURPOSE FUNDAMENTALS

# INTRODUCTION

Working with purpose is vital to have a few fundamentals explaining what you mean by 'purpose' and how you want to work with it as a company.

Purpose is not one thing to all companies, because contextual factors plays a big role when defining and executing a company purpose.

Therefore, every company must do their homework and define what their fundamentals are, so that everyone across the company understands it and can act on it consistently and with the desired impact.

In this tool you'll get an example of what such purpose fundamentals could look like, as a starting point of decoding the ones that works in your unique company context.

## STEP 1

- Educate yourself in the purpose fundamentals and what they could and should mean in your company context.
- Include as many as possible in these discussions and see the movement in a more purpose-driven direction as high priority for all leaders to lead and pay attention to in everything they do. Let them define what the purpose fundamentals could and should be in your unique context.

## STEP 2

- Define purpose fundamental headlines and an explanation laying out what the individual fundamental is all about.
- The explanations should be as concrete as possible and have a bit of edge to it, so that they are memorable and able to put into action.

## STEP 3

- Have a dedicated team of people with the responsibility of collecting the inputs and turning those into a first draft of your purpose fundamentals.
- Test out the conclusions from the team in every business area, making sure that everyone is part of the process and have an important role in the ongoing process.

# PURPOSE & STRATEGY FUNDAMENTALS

## PURPOSE IS BUSINESS

Just to be clear: Corporate purpose is at the center of the business and the core driver of impact and profitability. It is not a marketing campaign, a public affairs project or a P&D initiative. It is the core commercial and inspiring engine that sets the tone for everything that is done in the company and the highest authority that everyone reports to. Purpose used to be the icing on the cake. Now it is the cake itself for any relevant company.

## PURPOSE & STRATEGY IS SOMETHING YOU DO

It is not cool to have a great purpose and strategy. Instead, it is cool to do it - in everything you do. Having a purpose and strategy doesn't do a lot to a business besides being able to print some fancy stickers. It is never the articulation itself that is cool, but your relentless pursuit, mobilization of people and conscious daily ways of acting on the purpose and strategy that makes a company cool.

## SUCCESS IS MEASURED OUTSIDE OF THE COMPANY

Looking at your current company strategy – how is success measured? You see many company having a purpose of what the company would like to be, and less about the desired impact outside of the company. The real impact can only be on outside related to the important problem you are here to solve and the people you are trying to solve it for.

## PUT PROFIT WHERE YOUR PURPOSE IS

How much are you willing to invest in your purpose? One of the best proof-point for any purpose-driven company is when profit is being re-invested to protect and further develop the impact defined in the purpose. When you put profit where your purpose is you make a serious commitment and leave very little room for noise and disturbances.

## THE BE RELEVANT USE BOTH LEGS

Walking on two legs is a better idea than limping on one. Being concerned with increased sales, market shares, cost reduction, streamlining of work processes and re-organisation, while at the same time being a real human organisation with a clear impact is a huge advantage. Now you can move really fast, because without the initiative, creativity and passion of people it will be very hard to consistently get anything relevant done.

## IT'S NOT ABOUT THE COMPANY

One of the biggest pitfalls is a limited focus and consciousness about what a company really is and what it can do in the world. There is a risk of becoming too focused on ourselves and what we would like to be in the future rather than our contribution. This is a very important distinction, because to be truly aspirational it has to be a bigger idea that goes beyond the company itself.

# HOW DO PEOPLE SEE THE WORLD?



# MAKING BUSINESS USEFUL